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ABSTRACT

A Teacher Corps-sponsored survey of a rural town in northern Maine is described. The survey was intended to investigate the feelings of town citizens regarding their own lives, the town in which they live, and their school. It was intended to disclose the need for day or foster care centers, to find out about the levels of educational attainment in the town, and to investigate recreational interests and the need for human services in the town. Other objectives of the survey included the establishment of dialogue between community and school and the determination of precise age groupings and income levels of townspeople. A map of the town is included. (Author/LH)

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ED187693

# GREENVILLE

# NEEDS ASSESSMENT

# ANALYSIS

## UNIVERSITY OF MAINE

## FARMINGTON/GREENVILLE

## TEACHER CORPS

## PROJECT

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
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SP 016 104

# GREENVILLE
# NEEDS ASSESSMENT
# ANALYSIS

UNIVERSITY OF MAINE
FARMINGTON/GREENVILLE
TEACHER CORPS
PROJECT

Rosemary Poulson
Community Coordinator

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Program Development
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Bernard Keenan
Project Director

JUN 2 1980

## FOREWORD

The University of Maine Farmington/Greenville Teacher Corps Project spent two years in designing and implementing inservice, pre-service and community-education training programs. The enclosed reports outline one of the mechanisms we used to begin to identify the perceived needs of local citizens. Our assessment included areas far beyond our capacity to respond, given the federal guidelines of our Project, but the information nonetheless was important to surface and for us to understand in working within the Greenville community.

The process of going out knocking on doors, talking about school and community issues, and beginning a dialogue of constructive criticism was perhaps the most important by-product of this procedure.

It is our intent in sharing this information with you that the on-going organizations in Greenville can continue to use the data collected by the Teacher Corps Project. The needs assessment instrument and the analyses of the data collected certainly has long range implications for the future direction of the Greenville community, its government and its schools.

We also felt it was important to document this process in two separate formats. First, with the observation and conjectures of the Community Co-ordinator, Rosemary Poulson, and secondly with the statistical interpretation and summations of data by the Program Development Specialist, Len Bliss.

We have also included a short article on the learnings from the collaboration of these two individuals.

Both analyses in their own right represent the unique skills of Rosemary and Len, and each has important implications. We hope that the information provided herein will itself create discussion of local needs and hopefully an action plan toward their resolution.

ENJOY

Bernard J. Keenan
Director

# PROFILE OF A SMALL TOWN, GREENVILLE, MAINE

Rosemary K. Poulson

## Some Background Information

Greenville, Maine is located in Piscataquis County at the foot of Moosehead Lake and has a surface area of 24,890 acres. The town lies 75 miles northeast of Bangor and 100 miles northeast of Augusta, the state capital. Greenville has a humid continental climate with long winters and cool to moderately warm summers. There are about 110 frost-free days every year with about ten feet of snow falling every winter. Of 2,500 acres of land in the township, 63% is woodlands; developed land comprises 15% and 13% is covered by water.

Nathaniel Haskell, the first settler in the area, purchased a tract of land in the Greenville area from Thornton Academy in Saco during the 1820's. Haskell's land was first called Haskell plantation, but was incorporated as Greenville in 1836. The first store was build in 1845 and steamboats started towing logs on Moosehead Lake in 1846. Greenville became the jumping off point for woodsworkers and sportsmen traveling to either the eastern or western shore of the lake. Farms and woods operations were spaced about ten miles apart on the shore of the lake as way stations for the woodsworkers. Boating and fishing on the lake were popular forms of recreation for the many visitors to the area. The Bangor and Piscataquis railroad reached Greenville Junction in 1884 and the Canadian Pacific Railroad arrived in 1888. The first church, the Union Church, was built in 1859; the Town Hall in 1869, a theatre in 1893 and a hospital in 1917. Many of the people living in Greenville today are descendants of the ambitious early settlers who built the town of Greenville and reflect the strong pride and interest in the town.

Historically, wood harvesting, wood products manufacturing and recreation have been the basis for Greenville's development. Wood harvesting continues to play a major role in the town's economy. However, the closing of major wood processing companies has increased the town's dependence on the seasonal recreation business.

The town is located on the outskirts of the economically isolated Piscataquis County. This county has had a substantial manufacturing base. In recent years, however, numerous plant closings have resulted in worsening economic conditions. The county lies outside the general flow of Maine's population and economic activity. It is characterized by its forest resources, small population centers located primarily in the southeast corner of the county, a declining manufacturing base, low wages and few labor skills. The major transportation lines of the state bypass Piscataquis County. The transportation network within the county is basically a secondary road system connecting small population centers. Only one road connects Greenville with the outside.

## Why Take a Survey?

One of the basic tenets of the UMF/SAD#2 Teacher Corps proposal is that programs should be "needs responsive." In other words, no definite objectives were to be set until project staff came to Greenville and checked with the people of the community, the local school faculty, the administrators and the

school board, to see what they thought was necessary and/or useful. Staff members went into school to confer with teachers and administrators. Volunteers went into the community to speak to the taxpayers and in particular, to the parents, to find out the types of programs which Teacher Corps should address.

There is a phrase in Teacher Corps language called "citizen participation skills." This can be interpreted to mean assisting people in gaining a sense of life control; in improving their self-image so they can more easily participate in the life of their community and their school system. If Teacher Corps is able to do that, then when the project is over, Greenville people will be better able to deal with state and federal agencies, bureaucrats, university professors, administrators (and even local officials) more effectively and comfortably.

The survey was intended to find out some of the feelings people have about their own lives, the town they live in and their school. It was intended to disclose the need for day or foster care, to find out about the levels of educational attainment in town, about recreational interests and patterns and about the need for human services. It was intended to get precise age groupings and income levels. It was also intended, perhaps more importantly, to establish the beginnings of dialogue between community and school--a dialogue which can be expanded and improved until, it is hoped, school and community are able to work and plan together for the welfare of all the citizens without operating at cross purposes.

A vote of thanks should be given to the citizens of Greenville for extending gracious hospitality to the volunteers who knocked on doors during the winter. The willingness of local people to spend an evening filling out questionnaires is also appreciated. The interest and cooperation of Greenville residents has been a great help in guiding the work of Teacher Corps during the project's life span.

Conducting a Survey

Thirty six people volunteered to do the door-to-door canvassing. They were representative of school, staff and community, and included some high school students. The Hospital Auxiliary provided a list of neighborhoods broken into sections for our use.

We began to survey the week after Thanksgiving and with interruptions for Christmas, snow storms, etc., continued until February vacation. We had to have several "pep" meetings before and during the campaign to keep everyone going. Some weren't able to continue; some lost heart part way through.

In any event, working within the time limits imposed by the Project Steering Council, working during the dead of winter, and working to the limits of human patience and endurance, we ended up with a sampling of the whole town as follows: there are 1,907 people in Greenville, 521 are children, which leaves us with 1,386 adults. We interviewed 410 of them or 30%.

There are 638 taxable residences in Greenville. We knocked on 261 doors or 41%. The good people of Greenville only refused us 32 times.

Volunteers worked on the streets indicated on the map. Of course they didn't get to everyone. Sometimes no one was home. Sometimes the time got away from them, and sometimes it was just too cold and snowy to continue.

## What Kind of Answers Did We Get?

The best way to present this information is to write down the answers people gave, one after the other. Keep in mind that one person didn't know what other people were saying, so a majority opinion is as impressive here as it would be in an election. Also keep in mind that these statistics do not represent the actual situation necessarily. They do, however, represent the way people feel about the situation. Following the answer to each question you will find my interpretation of the information. You can argue with my interpretation any time you see me downtown.

## The Questionnaire

The first question had to do with household income. Thirty nine households (19.9%) have income under $4,000; 36 households (18.4%) have incomes between $4,000 and $7,000; 31 households (15.8%) have incomes between $7,000 and $9,000; and 90 households (45%) have incomes of over $9,000. Sixteen households told us it was none of our business. It looks like we're all rich, but wait until you see how many people are living on those incomes.

Remember, $4,000 is considered poverty level. We have 14 people (7.2%) living alone on $4,000. We have 10 households (5.1%) where two people live on $4,000. We have 12 households (6.2%) with three people living on $4,000. We have one household with five people living on $4,000; we also have two households with seven people on $4,000.

Between $4,000 and $7,000 we have eight households with one person, 17 households with two people, four households with three people, four households with four people, and one household with five to six people trying to get by on $4,000 to $7,000.

In the $7,000 to $9,000 category, we have six households with one person, ten households with two people, eight households with three people, five families with four people, and two families with five people. Using the same poverty level indicator, there are 15 families in the $7,000 to $9,000 income bracket whose per capita income is less than $4,000.

There were 90 families earning more than $9,000 but the figure doesn't mean anything since we don't know how <u>much</u> over $9,000 and therefore can't get a per capita rate. We <u>can</u> draw this conclusion. Of the 225 households answering the question, almost 38% are below $4,000 per capita income per year. This translates to about 80 households out of every 200 households which are having a difficult time financially.

The next three or four questions were an attempt to find out if there were candidates for day care or foster care in Greenville. In 94 households (43%) all adults work. Children live in 111 households (49.2%). This indicates that there is a need for a good system of day care or after-school care for our children. To quote from a paper by Teacher Corps interns Judy Sanborn and Dan

Rynberg, working parents hire babysitters from friends and relations. The local nursery school provides the only formal pre-school education program. It reaches approximately 20 children, ages three to five, each year. It is open from 9:00 to 11:00 a.m., Tuesday through Friday. The nursery school director fears that many of the children are not reached by her program. For working parents, the nursery school does little to solve the problem of providing care all the other hours the parent is away at work. In addition, transportation to and from nursery school creates another problem.

Eleven and eight tenths percent (11.8%) of the Greenville residents surveyed do not own a car and 9.9% of the households have neither telephone nor C.B. It is often said that people in Greenville are apathetic. These statistics extrapolated over the entire town mean that about 300 people either lack transportation or are lacking in communication tools. Informal surveying suggests that some of our people don't read well enough to keep themselves aware of meetings or local events, which may also explain what is interpreted as a "don't care" attitude.

Two hundred and two feel that their household lighting is adequate and 13 feel it is inadequate. One hundred and eighty nine people feel they have sufficient workspace and 21 feel they don't. Two hundred and thirteen households have indoor plumbing and two don't. Twenty one families use wood heat, 121 use some other form and 74 use a combination of heating sources. These four questions were asked by way of discovering whether or not information should go to the community in these four areas. Work space (remodeling) and energy conservation seem to be the two subjects that people would be interested in. Fire safety and wood stove operating information might be a good idea, too.

We got this information from ten households in Pritham Park, 37 households in the Mill area and 175 households elsewhere in town.

Individual Answers

Two hundred and seventy five of the people answering were born in the state of Maine; 21.9% of them are 63 years of age and over, 41.5% are between the ages of 33 and 63 and the remaining 36.6% are between the ages of 18 and 32. These age groupings are of interest. If 21.9% are 63 years old and up, and 36.6% are 32 or younger, the following conclusions might be drawn. When people reach retirement age, it could be agreed that they would like to relax, not work quite so hard, not be on quite so many committees. It is our opinion (and experience) that between the ages of 19 and 32 most people are either raising Cain or raising babies. They are not sitting on Boards of Directors, running for Town office or running businesses. Greenville faces the problem that only 41.5% or about 565 members of the adult population is in the middle-age category that traditionally does these things. Since this middle-age group probably manages the businesses, provides the services, runs the families and so on for the other 1,332 citizens plus the 7,500 seasonal residents and the thousands of tourists, it becomes understandable that we have trouble getting volunteers for charity work, getting people out to meetings or participating in civic affairs. Perhaps some of the older people will hold on a little longer (as some of them unquestionably are already doing) and perhaps we really can encourage some young people to get involved. Perhaps we shouldn't feel quite so uncomfortable about using outside agencies' money; firstly, because that's our own money in the first place, and secondly, because when there isn't enough time or energy available on the part of the townspeople, locally administered programs from outside agencies can ease the burden of providing services to the community.

Seventy four and six tenths percent (74.6%) of the people questioned have lived in Greenville for 15 years or more and 367 of them live here year round. The overwhelming majority (92%) like it here. Forty one poeple out of those answering don't like Greenville and some of those had mixed feelings about it. The rest like living in Greenville for the following reasons: 44 because their family is here and it's home; 42 because they like small towns; six say it is safer here than elsewhere; 85 because they like the outdoors, the changing seasons, the scenery; six people like the school system; 37 like Greenville because it is quiet and peaceful; 11 like it because their work is here; and 71 like it because of the friendly people.

Fifty six and six tenths percent (56.6%) of the people questioned were educated right here in Greenville; 12.7% only got as far as the eighth grade; 17% did not complete high school. However, 71% did finish high school and almost half of them went on to higher education. Of the people who didn't complete high school, 40 of them got jobs, 10 of them got pregnant, 17 got bored, 32 had other reasons and 12 said it was none of our business. What conclusions can we draw from this? Twelve and seven tenths percent of our people only got as far as the eighth grade, which on a town population level might mean as many as 180 adults. Literacy Volunteers of America state that people who have been unable to go beyond the eighth grade may have trouble reading well enough to get by, in today's world of complicated forms and increased technology. They may not be able to read well enough to take advantage of our Adult Education program. Seventeen percent of our people did not graduate from high school, which on a town-wide basis would be about 255 people. Adult Education is picking up some of these. Teacher Corps has trained tutors to assist adults in improving their reading skills. If you know someone who might need a tutor, get in touch with Adult Education at the high school, and we'll try to help. Since the townspeople feel that education is important in improving job opportunities (these statistics will be along shortly) we need to try to increase the educational options, especially for those who were unable to finish their twelve years of schooling.

Working conditions are the most important consideration for Greenville people, with good wages coming in second. Feeling important and being your own boss were very low on the scale. People defined a good job as: wages (93 people wrote this down); working conditions (43 people); interesting, fulfilling (45 people; steady work, with advancement (9 people); working in the woods. The mill and Scott Paper came next with 38 people, clerking in office or store (19); working at the school or hospital (25). Self employment came next, followed by working for the town, the bank, the railroad. Then came specific jobs like caretaking, plumbing, carpentry, homemaking, mechanics, shoe repair, piloting, working at the ski area. Some people opted for retirement, preferably as a millionaire, and one wag would like to be resident Deity. Six people expressed the opinion that there were no good jobs for women; 37 people say there are no good jobs <u>at all</u> in Greenville.

The vast majority feel that book learning is important in getting and keeping a good job (286 out of 377). Forty percent of those questioned feel that there is no hope of a better job; 57.7% feel they don't earn enough money, but 42.5% feel they do. Fifty percent of the people feel that they don't have any way of making changes or improvements or at least are not sure how to go about it. For instance, when asked how they could get a better job in the next five years, 55 people replied education or training, 40 people would make contacts locally, 35 people feel they they would have to move and 26 people felt that they could improve by applying themselves. Two people felt

that their experience would work in their favor and six were retired and weren't worried about jobs. Very significantly, 223 questionnaires held no answer at all, which suggests that these people don't really know what they can do, or if they can do anything, to improve their work situation.

Most people, given some spare time, would read, followed by those who would watch TV. Only 13% are interested in games--indoor or outdoor; 14% are interested in concerts or theatre; 21% would visit friends; 24% would hunt or fish and 67% told us to bug off--which doesn't add up to 100%, but some people didn't answer the question.

Twenty one percent (21%) of our people speak another language; 19% can read it, too; and, as you would suspect, in the majority of these cases, the language is French. Through the computer, we ran 17 cross-references on people who prefer to speak French, to get their opinions on other questions and discovered that our French residents express just about the same opinion as those of us who are not French.

Nearly 80% of the people questioned feel that we have a drug and alcohol problem in Greenville. (This may not be absolutely true, but it is what people think is true.) Actually in a survey done this year, it was discovered that liquor licences issued in town amounts to one license for every 138 adults. It could be argued that this is because we are a tourist area--except that not too many establishments with licenses close their doors off-season. Greenville people would most likely support some kind of drug/alcohol rehabilitation program.

One hundred and seventy four out of 377 people couldn't name political or financial leaders in town. The people who did answer wrote down 757 names of people and organizations. Interestingly enough, out of 757 names, only seven times were women mentioned. One hundred and sixty four people feel that they have access to those people, but 98 people don't. One hundred and five people say they can contact local leaders personally or go to the town office; 40 people would call them on the phone; one person would write; one use CB and 12 would go to selectmen's meetings or town meetings; 15 wrote down that it doesn't do any good to contact them. Unfortunately, 235 people didn't answer the question, which suggests that they don't know how to contact local officials or are reluctant to reveal their contacts.

As far as education goes, 118 people feel that academics need improvement in the Elementary school, 124 feel improvement is necessary in Junior High academics, and 150 feel that way about the High school. Extracurricular activities, the physical plant and community service are low priority.

The majority of people feel that Greenville needs jobs more than anything, with services and goods following.

When people were asked to comment about the town, most of them went to the trouble of writing their opinions. Fifty two people wrote very positive comments. The major concern was for jobs or new industry. Next in line was the sewage problem. Apathy and the welfare mentality were next, with town management or leadership following. Recreation for young people is a concern for some people. Other conditions mentioned were high taxes, a lack of human services, lack of cultural opportunities, the high cost of living, lack of entertainment facilities (other than bars), the crime rate, lack of competitive stores, health facilities and services, the cost of schools, jobs for women, ecology, housing, public information vehicles, day care and a car wash.

The following concerns were expressed about the school: 50 people think our school system is great, 29 feel there is not enough discipline, 23 object to the sign-out privilege, 17 are concerned about scheduling--is the kids' time being used effectively, 16 people want to get "back to basics," 12 people had something to say about teachers, both good and bad. At least 20 other subjects were mentioned with the townspeople taking the time to be quite specific either in their praise or in their criticism of school matters.

Details of citizens' concerns about town and school have been sent to the Board of Selectmen, to the SAD#2 School Board and Administrators for their use.

Questionnnaires concerning this information were filled out by 14 people from Pritham Park, 48 people from the mill, and 315 people from other areas in town.

## Cross-reference Questions and Answers

In crossing one question against another, the following information came out: younger people have had more opportunity than older people for education; people in the 48 to 62 age bracket have little hope of getting a better job than they have at present; middle-age people feel less in control of their own lives than young people; people from 19 to 32 years old feel more strongly than do older people that we have an alcohol and drug problem; senior citizens, at least the ones answering their questionnaire, seem to be out of touch or to have lost interest in the political and financial leadership in town, and as the age groups get younger, they seem to feel better able to get in touch with that leadership. Also younger people express the need for goods and services more urgently. And there is a marked increase in the need for jobs by younger respondents.

Two hundred and sixty six people questioned have lived here 15 years or more, with 170 of them living here all their lives. We do have a significant number of 19 to 32 year olds who have moved here recently. Fewer people who have lived here a long time went to post-secondary school, than those who have moved here recently. If you have lived here for 10 years or less, you feel pretty sure you can get a better job. If you've lived here all your life, you feel pretty sure you can get a better job. People who have lived here 15 to 20 years tend to feel just the opposite. The only majority that feels they earn enough money are the people 19 to 32 years old. About 2/3 of the people aren't sure whether they control their own lives, with those who have moved in recently being more sure than those who have been here a while. People who have lived here 10 years and 20 years either haven't been keeping up with things or don't care, because they couldn't or wouldn't write the names of people and organizations who run the town.

## Conclusions

So--did we find out anything useful? Here are the questions we asked ourselves before we wrote up the survey: 1) Are the local people able to control what happens to them and their money? 2) What is the general opinion of the town and the school? 3) Do we need day care, human services, different types of recreation? 4) Do we have enough people to support the business and the organizations of the town or is their attitude such that they don't want to be supportive?

Here's what the people say. They need better jobs. A lot of people don't feel there's much hope of getting one. More than half feel they don't earn enough money. Half of the people feel there isn't much they can do to improve their lives. Almost half of the people didn't state the names of the people who run the town.

(Detailed information has gone to the Town Manager and Board of Selectmen who are always trying to do something about employment anyway. The rest of us should put on our thinking caps and figure some way of making improvements in the job market.)

People like Greenville and are glad to be living here, for all the reasons given previously. As far as the school is concerned, academics are the prime worry of the townspeople. Book learning is considered very important and (as you can see from the answers to "How to get a better job") most people think education is the best way.

Looking back through these pages, there is reason enough to push for day and foster care centers.

Most of the townspeople felt we did not need human services in town, though the percentage expressing the need gets larger as the age of the respondent is less. Most of the townspeople feel we have drug and alcohol problems in town. We put these answers together because they don't really provide factual proof of whether or not there is a need for services or whether or not drug and alcohol problems exist. The answers only show that the townspeople might not support a human services program and might be in favor of drug and alcohol programs.

Recreational interests lean most strongly in the direction of reading. Perhaps we should look toward more support for our town library as well as the school library.

We don't have quite enough people to do the work of the town. (I remember hearing a prominent citizen express this opinion at a Town Meeting a year or so ago.) Forty one and five tenths percent (41.5%) of the town's adults works out to about 565 people—to run the businesses, run for offices, manage the tourist trade, provide the services, run the school. About 300 people do without telephones, CB's or cars, so they may be out of touch, or out of transportation.

## For the Future

The Teacher Corps Project ends on June 30, 1979. One of the useful results of that project has been the linking of the town of Greenville with outside agencies. Attempts are being made to get funds for a Drug and Alcohol Abuse Prevention Program which would use our Cable TV equipment to work with parents and children in eliminating the causes of substance abuse.

A committee of townspeople will be meeting with the SAD#2 Science Curriculum Committee to develop health and sex education for the school.

Applications are being requested from the Department of Commerce and from various private foundations to support our Vocational Education Cable TV program and possibly expand our television or radio communications system in town.

Officers at the University campuses all over the state are in contact with Greenville school to provide services to the town.

The Cooperative Extension office in Dover-Foxcroft has volunteered to assist townspeople in leadership training and energy conservation. That network of national information and resources is again available to us.

The Office of Economic Development in Dover-Foxcroft will assist Greenville in developing ideas for new small businesses.

The State Department of Education in Augusta will be sending our Greenville cooks to school in Orono this summer and will be testing recipes in our school kitchen.

Townspeople at all levels are more aware of the resources we have right here, through our own town office, our school, and organizations like the Moosehead Historical Society, Kiwanis, the Chamber of Commerce, the Wilderness Association, and Moosehead Associates, to name only a few.

CETA representatives come to Greenville on a weekly basis to help youth and adults get into the job market. Vocational Rehabilitation personnel are coming to town to meet with their clients and help in the re-training of adults. Society Security is doing business over the phone with clients in Greenville.

The best part of all this is that these agencies are already paid for out of our tax dollars. They can be made available to us through a phone call or a postage stamp. They know we're out here and that we'll kick if we don't get the services they were organized to deliver.

In an article called "Rural Development and Rural Communities of the Future" Earl Heady mentions three kinds of rural communities. The "endowed community" is in a good location close to urban centers, has transportation facilities which make it easy to market items and can hope for industralization by outside firms and capital inflow. Then there are the "purely agricultural communities" which would require a lot of outside intervention from government. Greenville, I think, falls into the third category, "the bootstrap community" which develops through the imagination of local people, local capital and local initiative. I rather like the notion of using the outside agencies in such a way as to fit our own plans, but of depending on ourselves to do the developing of the community. In two years experience working in Greenville, I've learned one thing. There are lots of good, solid people among our 1,907 souls and by getting together as a community, it won't take much to get Greenville going!

## SURVEY VOLUNTEERS

A special thanks to the following people for the great effort they put into circulating the needs assessment:

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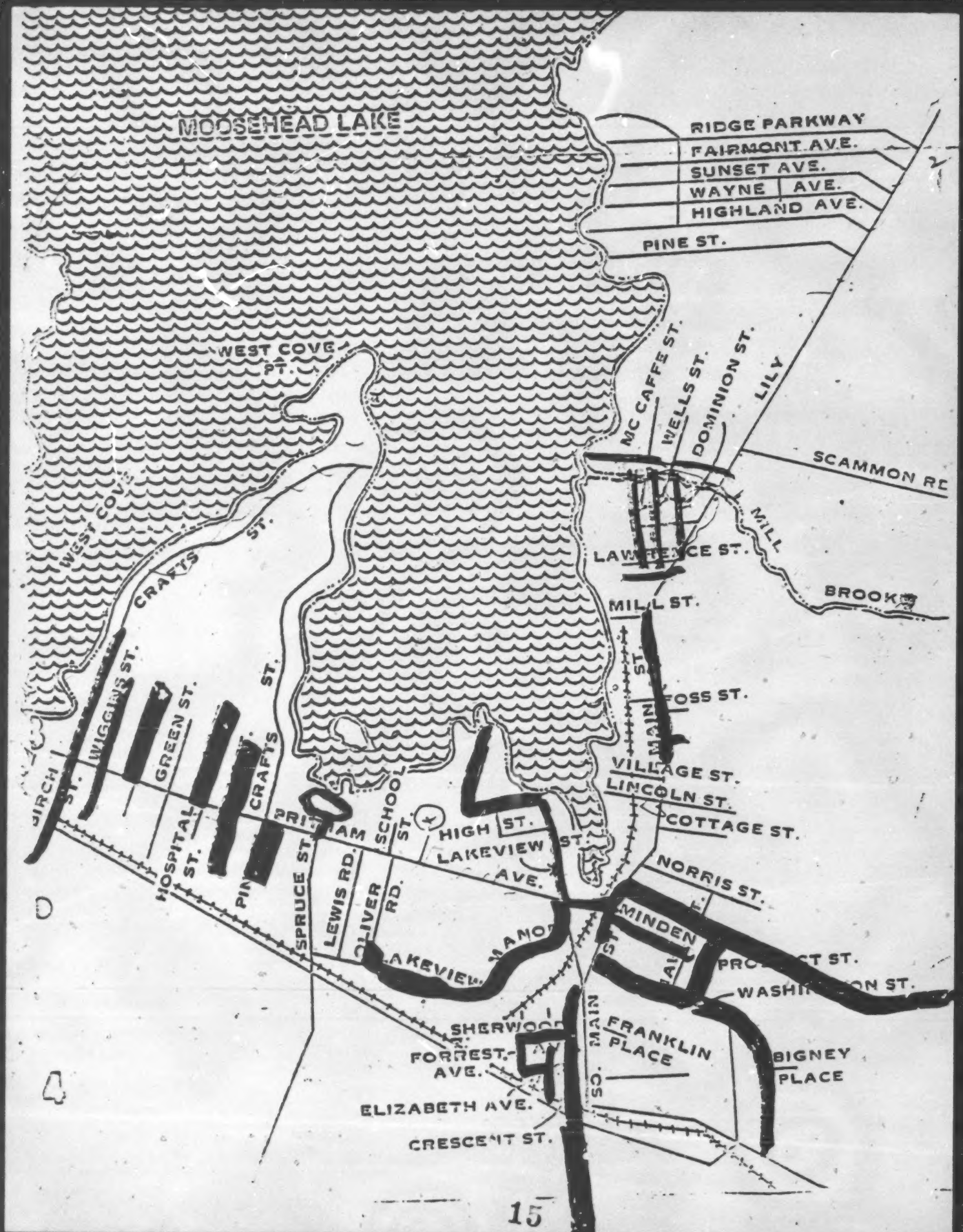
MOOSEHEAD LAKE
RIDGE PARKWAY
FAIRMONT AVE.
SUNSET AVE.
WAYNE AVE.
HIGHLAND AVE.
PINE ST.
WEST COVE PT.
MC CAFFE ST.
WELLS ST.
DOMINION ST.
LILY
SCAMMON RD
MILL
BROOK
LAWRENCE ST.
MILL ST.
MAIN ST.
VILLAGE ST.
LINCOLN ST.
COTTAGE ST.
NORRIS ST.
HIGH ST.
LAKEVIEW AVE.
SCHOOL ST.
WEST COVE
CRAFTS ST.
WIGGINS ST.
GREEN ST.
BIRCH ST.
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MINDEN
SHERWOOD
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ELIZABETH AVE.
CRESCENT ST.
SO. MAIN
FRANKLIN PLACE
BIGNEY PLACE

# GREENVILLE, MAINE, COMMUNITY NEEDS ASSESSMENT

Leonard B. Bliss, Ph.D.

In the late fall of 1977 the University of Maine at Farmington/SAD#2 Teacher Corps Project conducted a community needs assessment in Greenville, Maine. Greenville is an isolated rural community in northern Maine with a population of about 1,900 persons. It is nestled in the mountains at the foot of fifty mile long Moosehead Lake. The region is heavily wooded with most of the land owned and worked by large paper companies. As a result of this, a large part of the population is employed in woods and woods related occupations. The lake and the nearby Squaw Mountain ski resort combined with the vast wooded area make Greenville an all year recreation area. This role, however, has been somewhat limited by the difficulty of access to the area which is seventy miles away from the nearest interstate highway with no public transportation with the exception of one passenger train going each way between Montreal, Quebec and St.Johns, New Brunswick which passes through the town between one and three o'clock in the morning.

Greenville has a K-6 elementary school and a 7-12 Junior-Senior High School which serve the town and outlying areas. In addition, a one room K-4 school serves the town of Shirley, some seven miles away. After fourth grade students in this school are bussed to Greenville.

## Method

A three part instrument was designed to gather needed data. This was a questionnaire containing both multiple choice and open ended items. Parts A and C requested information about the entire household as a whole and was answered by the person identified by the household members as the "head." Part B requested information about individuals and was filled out by each adult member of the household.

The instruments were personally brought to respondents' homes by volunteer "interviewers" who explained the purpose of the survey and stood by to answer any clarifying questions while respondents filled out the instruments. On completion of parts A and C by the head of the household the volunteer signed and presented to the respondent a statement of confidentiality. Parts A and C were then sealed in a plain white envelope to assure confidentiality.

Volunteers were drawn from all parts of the Greenville community and were given a two hour training session. In groups of two they were assigned specific areas of the town to survey after undergoing a two hour orientation session.

## Results

### Part A

Two hundred twenty three households completed Part A. Of the 215 households responding to the item dealing with the adequacy of lighting in the home, 202 (94%) reported having adequate lighting. Thirteen (6%) reported inadequate lighting.

Of the 210 households responding to the item on workspace, 189 (90%) reported that workspace was available in their homes, while 21 (10%) reported that workspace was unavailable.

Two hundred thirteen (99.1%) of the 215 households responding reported having indoor plumbing, with two (0.9%) having outdoor plumbing.

Of the 216 households responding to this item, 21 (9.7%) heat exclusively with wood, 121 (56%) heat exclusively with a fuel other than wood (probably petroleum products such as fuel oil or kerosene) and 74 (34.3%) use wood and another fuel for heating purposes.

One hundred eighty eight (87.4%) of the reporting households have at least one telephone, while 12.6% report having no telephone.

Of the 200 responding households, 36 (18%) were equipped with citizen's band base radios, while 164 (82%) reported having none. The high number of non-responses (20) may be explained by noting that six of these came from residents of Pritham Park (a development for senior citizens). This constituted 75% of Pritham Park sample and there is reason to suspect that some of these people were not aware of what a C.B. base was.

Greenville has historically and informally been divided into three sections. These are: 1) the "village" which contains the central business district; 2) the "junction" which is the north end of the town and contains the railroad station; and 3) the "mill" which was the site of a now gone lumber mill. This area contains families on the lower end of the socioeconomic scale of the town. In the last few years a fourth informal subdivision has developed with the opening of Pritham Park, a housing development for senior citizens. Of the 223 households responding, eight (3.6%) were from Pritham Park, 36 (16.1%) were from the Mill, and 179 (80.3%) were from the Village or the Junction areas.

The following cross-tabulations were executed, based on hypotheses concerning relationships between variables:

1) Telephone by C.B.
2) Section of town by lighting.
3) Section of town by workspace.
4) Section of town by plumbing.
5) Section of town by heating.
6) Section of town by telephone.
7) Section of town by C.B.

Of the 199 households which responded to both the C.B. and telephone items, 22 (11%) reported having neither a telephone nor a C.B. base unit.

There were no associations between the section of town a household was in and the reported adequacy of lighting, availability of workspace, type of plumbing, or presence of a C.B. base.

Households in the Mill are significantly less likely to burn wood than those in other parts of town (27.8% vs. 45.4%). Households in the Village and Junction areas were significantly more likely to use wood and other fuel in combination (36.3%) than were households in the Mill (25%) or Pritham Park (0%).

Households in the Mill are more likely not to have a telephone (25%) than households situated in any of the other parts of town (15.2%).

Part B

Three hundred seventy seven persons completed Section B. Table 1 presents a frequency distribution of birthdates of the people responding to the questionnaire:

Table 1

Distribution of Respondents by Date of Birth

| Birth Year | Frequency | Percent | Cumulative Percent |
|---|---|---|---|
| Before 1900 | 10 | 2.7 | 2.7 |
| 1900-1915 | 72 | 19.3 | 21.9 |
| 1916-1930 | 75 | 20.1 | 42.0 |
| 1931-1945 | 80 | 21.4 | 63.4 |
| 1946-1959 | 137 | 36.6 | 100.0 |

Forty one and a half percent of the respondents were between 32 and 62 years of age. These can be considered the prime working years. People of these ages may be more likely to be locked into an occupation than younger workers. It is also interesting to note that over one third of the respondents were between the ages of 18 and 32. During this period career decisions are more likely to be made.

Two hundred seventy five (73.7%) of the 373 persons responding were born in the State of Maine.

Table 2 presents the frequency distribution of responses to the question requesting information on the number of years a respondent had lived in Greenville.

Table 2

Length of Residency in Greenville

| Years | Frequency | Percent |
|---|---|---|
| All my life | 171 | 45.7 |
| Over 20 years | 70 | 18.7 |
| 16 - 20 years | 26 | 7.0 |
| 11 - 15 years | 12 | 3.2 |
| 6 - 10 years | 19 | 5.1 |
| 5 years or less | 76 | 20.3 |

The shape of the distribution is interesting in that 64.4% of the residents are lifelong residents or have lived in town over twenty years and 20.3% have lived in town five years or less. The group having lived in Greenville between six and twenty years accounts for only 15.3% of the sample, and it may be useful to see what is causing this phenomenon. Is there a group of young people who leave town and later return, or is Greenville experiencing an influx of new blood? In either case, what is the reason for this?

Of the 374 persons responding to the item, 367 (98.1%) were year-round Greenville residents, while 7 (1.9%) were seasonal residents. The fact that this survey was done during the period from November through January probably influenced this. During the summer months a larger seasonal population could probably be expected.

Of the 364 persons responding, 335 (92.0%) report that they like living in Greenville, while 29 (8.0%) do not.

Two hundred eleven (56.6%) of the 373 persons responding reported that they had been educated in Greenville. The high percentage of persons educated outside of Greenville speaks to the fluidity of the population since the number of people in town has remained fairly constant over the past 30 years. It may also be indicative of the variety of experiences that may exist in the community.

Table 3 shows the frequency distribution of the level of formal schooling of the individuals in the sample.

Table 3

Length of Schooling

| Years | Frequency | Percent | Cumulative Percent |
|---|---|---|---|
| 0 - 8 | 47 | 21.7 | 12.7 |
| 9 - 11 | 63 | 17.0 | 29.7 |
| 12 | 143 | 38.6 | 68.4 |
| Beyond 12 | 117 | 31.6 | 100.0 |

The 70.2% of sampled residents who finished high school is particularly high for a town as geographically remote and having the socioeconomic characteristics of Greenville. Cross-tabulation showed a significant association between age and level of formal education. Younger persons were more likely to have achieved higher levels of formal education than were older people.

Table 4 shows the frequencies and percents of the 110 persons who dropped out of school before finishing high school who indicated having dropped out for the reasons cited.

Table 4

Reasons for School Dropout

| Reason | Frequency | Percent |
|---|---|---|
| Job opportunity | 40 | 36.4 |
| Pregnancy | 10 | 9.0 |
| Bored | 17 | 15.4 |
| Other | 32 | 29.1 |
| None of your gosh darn business | 12 | 10.9 |

While quitting school in order to take employment seems to be the most frequent reason for a person's quitting school, it could be valuable to investigate the reasons subsumed under the category "other."

Table 5

Occupations of Respondents

| Type | Frequency | Percent |
|---|---|---|
| Manual | 28 | 9.0 |
| Clerical | 33 | 10.6 |
| Professional | 34 | 10.9 |
| Other | 217 | 69.6 |

The high frequency of "other" indicates that a number of additional categories would have been appropriate. Certainly "service" and "homemaker" would have been useful categories in a community such as Greenville.

Respondents were asked to check attributes they felt were present in a good job. Table 6 indicates these responses.

Table 6

Attributes of a Good Job

| Attribute | Frequency | Percent |
|---|---|---|
| Money | 186 | 49.3 |
| Working conditions | 232 | 61.5 |
| Feeling important | 71 | 18.8 |
| Being own boss | 95 | 25.2 |

It is noteworthy that respondents seemed to feel that the physical attributes of a job were often more important than the emotional attributes.

Of the 354 persons responding, 286 (80.8%) said they felt that "book learning" was important.

One hundred twenty five (42.2%) of the 294 persons responding felt that they could get a better job in the next five years if they wanted to. One hundred seven (28.4%) felt they could not. What is particularly noteworthy here is that 111 persons (29.4%) did not answer the question. Whether these people actually were not sure whether or not they had any job mobility or felt locked in their jobs but would not answer in order to protect self-esteem cannot be determined from this survey. In any case, this response pattern may have something to say about the perceived level of life control of the members of this sample. Cross-tabulation shows a very strong association between age and hope of a better job, with younger people much more certain that they could get a better job than older persons.

Of the 294 persons responding, 125 (33.2%) reported feeling that they earned enough money. One hundred sixty nine (44.8%) reported they did not, while 81 (21.5%) did not answer the question. Again, the high proportion of omitted answers could bear some investigating. Here, cross-tabulation shows no association between feelings of adequacy of money earned and age. Neither were there significant associations between this variable and the number of years a person lived in Greenville or a person's perceived job mobility.

An attempt was made to obtain an idea of respondents' general perceptions of life control by asking, "Do you feel you can control the amount of money you have, the way you live and the taxes you pay, etc.?" Of the 344 persons responding 169 (49.1%) reported that they felt they had this control, 93 (27%) felt they did not, and 82 (23.8%) reported that they were unsure. The number of omitted responses should be noted since 33 respondents (8.8% of the total sample of 377 subjects) chose not to answer. Cross-tabulation reveals a moderate level of association between this variable and age. Younger people seem to be less certain about the extent of their control (are more likely to respond "maybe") than older people. Also, while the percent of respondents replying "yes" remains relatively constant across age, the response "no" increases as age

increases. If one could be certain one was dealing with the same population across ages, it would be tempting to speculate that as people who are not sure get older they begin to realize they have little or no control over the items mentioned in the question.

Interviewees were asked to choose a leisure activity from among a list of eight which they would probably indulge in if they had two hours of free time. Table 7 presents the responses to this question.

Table 7

Preferred Leisure Time Activities

| Activity | Frequency | Percent of Total Sample |
|---|---|---|
| Watch T.V. | 102 | 27.1 |
| Read something | 154 | 40.8 |
| Play an indoor game | 52 | 13.8 |
| Play an outdoor game | 49 | 13.0 |
| Go to a concert or play | 53 | 14.1 |
| Have a drink and visit my friends | 81 | 21.5 |
| Go hunting or fishing | 94 | 24.9 |
| None of your gosh darn business | 24 | 6.4 |

Percents sum to over 100% because some respondents chose more than one activity. It is noteworthy that reading places so high (far and away the most popular activity). The Town of Greenville has only a small public library which is open only a few hours per week. The high school library is larger and open more often. It might be useful to investigate the nature of this leisure reading, the amount of use the public library receives, and the amount of use the school library receives from non-students and non-school people.

Of the 371 persons responding, 80 (21.6%) report that they speak a language other than English. Of 363 respondents, 69 (19%) report that they read another language. Of 208 persons responding 37 (17.8%) report that they prefer French as the language to use, 156 (75%) prefer English, and 15 (7.2%) prefer a language besides French or English. These results, however, are open to some question since 169 persons (44.8% of the total sample of 377) failed to respond to this question. This may have been due to the possibly ambiguous wording of the item: "Which language do you like best?" or the lack of response may have been due to the sensitivity of the question in an area where the Anglophone-Francophone dichotomy has been and may still be a real, but unspoken (no pun intended!) issue. A glance at the frequency distributions shows that the number of bilingual persons (80) is not sufficient to make up the number of no response persons (169) especially when 52 persons report preferring a non-English language, in any case. Cross-tabulation of language preference by all other variables yields only one significant association at the $p = .05$ level. People who report speaking French as their preferred language are more likely to have reported never having voted than are people who indicated that English or a language other than English or French was their preferred language. Even this association should be looked at guardedly since 17 tests of association were performed and .85 "significant" results could be expected due to chance at the $p = 105$ level. This result could very likely be a result of Type I error. In any case, there does not seem to be much evidence of the Francophone population of Greenville being much of a distinct group as far as the characteristics examined by this survey were concerned.

Of those responding 236 (77.6%) felt that there was an alcohol problem in Greenville. Two hundred thirty three (79.8%) of those responding felt there was a drug problem. In both these items dealing with substance abuse a considerable number of persons refrained from answering the item (19.4% of the total sample for alcohol and 22.5% for drugs). It would have been useful to force a response or to include a way to have people who felt they did not have enough information to say to indicate this. It is important to know whether a lack of response indicates lack of knowledge or an unwillingness to respond. Cross-tabulation indicated that persons above the age of 77 are considerably less likely to perceive Greenville as having an alcohol problem with other persons being relatively constant in their perceptions that such a problem exists. Of some note may be the fact that persons in the 47 to 61 year range are somewhat less likely to perceive alcohol as a problem (72.7%) than those in the 18 to 31 (80%), 32 to 46 (82.4%), and 62 to 76 (82%) year age groups. The difference may be due to sampling, but it may bear further investigation.

Cross-tabulation of perception of a drug problem by age also shows the 77 and older age group less concerned (16.7% perceive such a problem) while younger persons are more likely to perceive a drug problem. Here, however, the group most concerned is that between the ages of 32 and 46 (92.6%) perceive a problem while the youngest group, 18 to 31 perceive less of a problem (73.9%). The 47-61 and 62-76 groups come in at 83% and 83.3% respectively perceiving a problem. It might be useful to speculate that the most concerned group is composed of persons who are most likely to have children in the schools above the lower elementary grades.

There were no significant associations between perceived substance abuse and the length of time respondents lived in Greenville or the type of job they held.

Of the 336 persons responding, 45 (13.4%) reported having never voted.

Interviewees were asked to list the financial and political leaders in Greenville. One hundred seventy four (46.6%) of the respondents were unwilling or unable to list anyone. Cross-tabulation showed no significant associations between a respondent's willingness or ability to identify leaders and their ages or length of residency in Greenville.

Interviewees were then asked if they felt that they could "get at" community leaders if they wished to have changes made. Of the 262 persons responding, 164 (62.6%) felt they could. However, 115 persons (30.5%) of the total sample of 377 persons did not respond to this item. A category labeled "I don't know" might have been useful here to determine if this nearly one third of the sample were unwilling or unable to respond. Again, cross-tabulation showed no associations by age or length of residency.

In the area of their perceptions of the public schools, respondents were asked to indicate the areas and grade levels where they felt the schools need improvement. Table 8 summarizes these responses.

Table 8

Responses - School Improvement

| Area | Elementary (%) | Jr.H.S. (%) | High School (%) |
|---|---|---|---|
| Academics | 118 (31.3) | 124 (32.9) | 150 (39.8) |
| Extra-curricular | 35 ( 9.3) | 37 ( 9.8) | 47 (12.5) |
| Physical Plant | 32 ( 8.5) | 28 ( 7.4) | 38 (10.1) |
| Services to community | 33 ( 8.8) | 38 (10.1) | 62 (16.4) |

In general, people in this sample seem satisfied with their schools, although there seems to be some perceived need for improvement in academics in all grade levels. It would seem important to determine the exact nature of of this discontent voiced by about one third of the population and to see how the school could respond to this.

Finally in this section, respondents were asked to report on their perceptions of the economic needs of Greenville. Ninety eight persons (26%) indicated that Greenville needed goods (buyables). One hundred persons (26.5%) felt that Greenville needed services. Two hundred ninety eight (79%) indicated that they felt Greenville needed jobs. This strikingly different and high perceived need for jobs should be acted on.

Part C

Two hundred twenty five households completed part C of the survey.

Table 9 summarizes the distribution of family income of the sample.

Table 9

Family Income

| Income | Frequency | Percent | Cumulative Percent |
|---|---|---|---|
| Under $4,000 | 39 | 19.9 | 19.9 |
| $4,000 - $7,000 | 36 | 18.4 | 38.3 |
| $7,000 - $9,000 | 31 | 15.8 | 54.1 |
| Over $9,000 | 90 | 45.9 | 100.0 |
| None of your gosh darn business | 6 | ---- | ----- |
| Missing data (no response) | 13 | ---- | ----- |

The grouped median family income is approximately $7,484.

Table 10 presents the number of working persons in the household.

Table 10

Family Members Working

| Number Working | Frequency | Percent | Cumulative Percent |
|---|---|---|---|
| 0 | 52 | 23.2 | 23.2 |
| 1 | 97 | 43.3 | 66.5 |
| 2 | 70 | 31.3 | 97.8 |
| 3 | 5 | 2.2 | 100.0 |
| No response | 1 | ---- | ---- |

Thirty three and a half percent of the sampled households have more than one member working outside of the home. The correlation between income and numbers of workers was .47. This was significant at the p = .01 level, but does not indicate a particularly strong relationship. It may be indicative of an uneven salary distribution across workers or unequal salaries between primary and secondary wage earners.

Only 16 (7.1%) of the households reported having workers over 62 years of age. All of the adults were working outside the home. Of the 214 households responding, 94 (43.9%) reported that all the adults in the household worked outside of the home.

Table 11 shows the distribution of number of persons per household by income category.

Table 11

Income by Household Size

| Number of Persons | Frequency (Percent of Income Category) | | | |
|---|---|---|---|---|
| Total | Under $4,000 | $4,000-7,000 | $7,000-9,000 | Over $9,000 |
| 1 | 39 (17.4) | 14 (35.9) | 8 (22.9) | 6 (19.4) | 7 ( 7.8) |
| 2 | 73 (32.6) | 10 (25.6) | 17 (48.6) | 10 (32.3) | 23 (25.6) |
| 3 | 46 (20.5) | 12 (30.8) | 4 (11.4) | 8 (25.8) | 19 (21.1) |
| 4 | 38 (17.0) | 0 ( 0 ) | 4 (11.4) | 5 (16.1) | 23 (25.6) |
| 5 | 15 ( 6.7) | 1 ( 2.6) | 1 ( 2.9) | 2 ( 6.5) | 8 ( 8.9) |
| 6 | 9 ( 4.0) | 0 ( 0 ) | 1 ( 2.9) | 0 ( 0 ) | 8 ( 8.9) |
| 7 or more | 4 ( 1.8) | 2 ( 5.1) | 0 ( 0 ) | 0 ( 0 ) | 2 ( 2.2) |

A correlation coefficient between income and family size is .32. This is significant at the p = .01 level, but does not describe a strong relationship. Cross-tabulation reveals a strong association between income and family size. Larger families tend to be families with higher incomes. This result could be confounded by the fact that larger families would have more potential wage earners. However, only 2.2 percent of the households reported two members working, so this effect may be minimized.

One hundred thirteen households (50.2% of the total sample) reported having no children. Of the 49.8% of the households in the sample that had children, 103 reported that children living in the household had been born into the family and 12 households reported having children in them as a result of adoption, foster care or other arrangement.

Of the 115 households reporting having children, 49 (42.6%) report that all these children attend school.

Twenty five (11.2%) of the 225 households surveyed had one child under five years old, while 11 (4.9%) of them reported having two or more children under five years old. Seventy three households (32.4% of the entire sample) reported having children between 5 and 15 years old (school age). Of the eighty seven households with school age children, 76 (87.4%) report that their children are doing well in school, 1 (1.1%) feels that its children are doing poorly, and 10 (11.5%) report that their children are doing "so-so."

Table 12 presents the number of automobiles and trucks belonging to the households surveyed.

Table 12

Motor Vehicles in Households

| Motor Vehicles | Frequency | Percent | Cumulative Percent |
|---|---|---|---|
| 0 | 24 | 11.8 | 11.8 |
| 1 | 101 | 49.5 | 61.3 |
| 2 | 60 | 29.4 | 90.7 |
| 3 | 14 | 6.9 | 97.5 |
| 4 | 4 | 2.0 | 99.5 |
| 5 or more | 1 | 0.5 | 100.0 |

The correlation coefficient between household income and the number of automobiles is .36. This is significant at the $p = .01$ level, but is probably not strong enough to recommend any programmatic action.

## SUMMARY AND DISCUSSION

The sampling techniques used in surveying the town of Greenville put the external validity of the results into some question. The sample was determined to a great extent by the conscientiousness of the particular team of two interviewers who were assigned to the various parts of the town. From the pattern of responses it became obvious that some teams were more vigorous than others. It is obvious from the data, for instance, that the "Mill" section of town is underrepresented in the sample. This section of Greenville has a higher percent of lower socioeconomic status persons than other parts of town. A more systematic sampling technique might have resulted in data that was more certainly generalizable by providing a sample which was more certain to be representative of the population being investigated.

A number of items may have been so ambiguous as to have been unlikely to have profuced reliable results. This may have been true of the items in Section A which inquire about the adequacy of lighting and availability of work space. The terms "adequacy," "availability" and "workspace" were not defined sufficiently. In Section B the response "all my life" in the item "How long have you lived in town?" confounds the responses from this item because it is not certain how a person living in Greenville since birth twenty two years ago would respond. Further, there was nowhere for a person who moved to Greenville forty years ago to respond. Finally, the responses gave numbers of years rather than intervals of years. It is not certain whether a person living in Greenville 13 years would reply "10" or "15" years. Section C neglects to ask how many children in the household were in school. This would have been useful in various cross-tabulations looking at the association between a number of variables.

Taking the data at face value, however, the survey provides a look at the Greenville community that can be used for two purposes. First, to generate hypotheses for a more detailed and methodologically sound study of selected characteristics of the community which can be used to make decisions related to community programs and to justify outside support for such programs. Second,

the data provides information as to the needs and attitudes of a considerable section of the Greenville community and, while there is no certainty that these people are representative of the community as a whole, this survey gives an idea of the types of programs that would benefit these people and any similar people in the community.

# IN PRAISE OF DIVERSITY: DEVELOPING A COMMUNITY NEEDS ASSESSMENT

Leonard B. Bliss, Ph.D.

Bill Smith has reminded us that Teacher Corps should seek to be constantly "in praise of diversity." While Bill's remarks were originally made in the context of cultural diversity, the Greenville Teacher Corps Project Community Needs Assessment survey effort brought to light a different type of diversity that has seldom been dealt with. There is an "ethnicity" among Teacher Corps staff members that evidences itself most strongly around bars at the National Meeting in August and, perhaps, less frequently at the same watering holes at various network sessions. For as surely as the prior experiences of children affect their behaviors inside and outside of schools and the ways in which they perceive the meanings and values of what goes on in schools, the varied backgrounds of Teacher Corps staffers color their perceptions of the goals and activities of a Teacher Corps Project.

At the risk of overgeneralizing and minimizing the diversity being pointed out, it is safe to say that Team Leaders tend to be practical individuals who identify strongly with interns and teachers. They are, more often than not, former teachers themselves. Their concerns are less involved with the IHE and theoretical, more scholarly matters. They are typically stationed on-site at the LEA.

Community Coordinators identify most closely with the environment of which the LEA is a part. If the community is thought of as being a set of elements such as businesses, special interest groups, local government, parents, and other citizens, the LEA is seen by the Community Coordinator as one of these elements. The Coordinator's task is to bring these elements together in a spirit of cooperation and collaboration.

Program Development Specialists tend to come from more scholarly backgrounds. If anyone on the staff has a terminal degree, it will probably be the P.D.S. and the Director. The P.D.S. identifies with the university and the things universities value such as data collection for use in program planning, intern and in-service formal training, and research adaptations. Their styles tend to be more scholarly than political.

This diversity was obvious when I sat down with our Community Coordinator, Rosemary Poulson, to devise the Community Needs Assessment instrument. I brought to the fore everything I had learned in graduate school and had subsequently learned about survey research. "Rosemary," I said, "you need to consider carefully what you plan to do with the data and what you want to find out before writing the items for the instrument." Rosemary listened carefully and crooned some appropriately soothing words which, had I been a psycholinguist, I would have had the skills to see immediately reduced semantically to "Bug off, kid! I've lived in Greenville for a long time! I know what I want to ask! You just show me how to write it down and get the computer to understand it!" I wasn't and I didn't.

Six months later, looking out of the window of the Community Education Center where I have retreated to get away from everything while I write this, watching the sea planes taking off and landing on the recently thawed Moosehead Lake, I think I understand what she meant. At the time, however, the struggle for the design of the document was fierce. I wanted forced choices. Rosemary

wanted open-ended questions. I wanted a single questionnaire. She wanted a three-part instrument, two parts of which were only to be filled out by "heads of households." "Rosemary," I would say, "why the hell do you want to ask that!" "Because it's interesting!" "Rosemary, let's take a look at this!" "Who cares! I'm not interested!"

And so it went. There were times when I threatened to pull out of the effort completely. There were times when Rosemary threatened to put a large German Shepherd at the door of the Community Education Center to keep me out. What was fortunate was the fact that these times never coincided or else we might have never gotten the job done. Gradually, however, a grudging respect arose. I learned that you can't ask people in a rural Maine community to fill out a clinically perfect instrument. Rosemary learned what a cross-tabulation was and how to interpret a Chi-squared score. I learned that you don't worry about perfectly random samples and the instrumentation threat to internal validity when you're in a pinch, and Rosemary learned what a punch card coding form was. All in all, we learned a lot about each other and our respective areas of expertise.

I also learned a lot about our community. The week before our volunteers went out into the community to collect data, a copy of the instrument appeared in the weekly local newspaper. Along with it ran the following letter:

> We recognize that Greenville, which usually comes off on the short end of the stick, finally got itself a Federal funding boondoggle called Teacher Corps. Somehow or another, we should find some way to convince the paper-riffling bureaucrats that Greenville exists, is poor and they should send money. Therefore, in order to riffle paper, you must put paper into the paper-riffling machine. This explains this poor excuse for toilet paper called a questionnaire.
>
> One should always remember while filling this out, the old Irish adage that the truth is a very precious commodity and should always be used sparingly. I won't tell you to lie, but if you choose to, this is as good as any. You don't know nothin', you ain't got nothin' and you are broke.
>
> With that information on the forms, maybe Greenville can scrounge, beg, borrow, steal, or misappropriate enough money to keep this school, called a zoo, solvent or at least off the taxpayers' back.
>
> P.S. Please don't bite the animal that delivers it.
>
> Love,
>
> Stretch

It is noteworthy that Richard "Stretch" Kennedy is now a very active member of the Project Steering Council.

As I have pointed out before, the instrument and data collection techniques were far from textbook perfect. The sample was anything but random. ("Rosemary, you have to generate a random sample of subjects!" "I'm going to do the whole town!") In fact, it was determined by the people who the volunteers happened to

find home when they went through the areas they were assigned to. We know for a fact that a number of volunteer teams never got even to knock on all the doors in their assigned areas.

Parts of the instrument were ambiguous or could be answered in a number of ways. This had to affect the reliability of the data. As a result, we lost data in some cases. Chalk up a couple of points for the threats of instrumentation and selection in terms of internal validity.

Our volunteers had a minimum of training. If we had tried to train them any more than we did, we would have ended up with very few volunteers. Here we could have had a validity problem again.

Coding was done by two CETA secretaries at the Community Education Center who had never seen a survey instrument or an IBM coding sheet before. They did a fantastic job but miscoded the item dealing with the respondent's occupation so badly that this data was useless to us.

Yet out of this storm and strife came information. But even here diversity reared its head. From the way each of us read the computer print-out could be seen the differences in points of view that were present. I was most interested in the relationships shown by the cross-tabulations since they could give us an idea of the most appropriate groups to direct services and programs at. Rosemary was most concerned about frequency distributions. ("Rosemary, look at the relative frequencies. Only 12% of the sample feel that way!") If three people needed something it was important to her. She was interested in individuals, while I was interested in groups.

The actual results of the Community Needs Assessment are probably relevant only to our Project. It is the process that is important to share with people asking the question: "What have we learned from Teacher Corps?" Nevertheless, it may be interesting to share some of the more interesting items which we found.

1. Approximately 74% of the people sampled were born within the State of Maine.
2. Approximately 37% of the people sampled were 32 years of age or younger, while 58% were 47 years of age or younger.
3. Approximately 65% of those sampled had lived in Greenville twenty years or more. About 45% had lived in Greenville all their lives.
4. Ninety-two percent of those sampled told us they liked living in Greenville.
5. Approximately 57% of those sampled had been educated in the Greenville school system.
6. Approximately 70% of those sampled had at least graduated from high school. Younger people tended to have completed more years of schooling than older people.
7. Among those sampled, the predominant reason for dropping out of school before graduation was the need or desire to obtain employment (10.6%). But 10 people dropped out because they were pregnant (2.7%) and 17 because they were "bored," (4.5%).
8. When asked to indicate their perceptions of what constitutes a good job, 61% of those responding listed "working conditions" and 49% listed money. The feelings of being important and being one's own boss did not seem as important (19% and 25% respectively).

9. Approximately 81% of those responding felt that "book learning" was important.
10. About 28% of those responding said that they did not think they could get a better job than they had now if they wanted to do so.
11. About 18% of those responding stated that French was their language of preference, with 7% preferring a language other than French. However, when using language preference as a variable in doing cross-tabulations, all variables excepting voting frequency showed themselves to be independent of language preference. Given the large number of cross-tabulations using language preference as a variable (there were 17 in all) it is highly possible that the one significant Chi-square was also a chance event, since significance was tested at the .05 level of alpha.

These are just some interesting examples of the type of information we obtained. What is more significant, however, is that when all was said and done, the results were fairly clear and useable data which could be used to make decisions in planning the community component of our Project. In fact, while the sample was not random, there are aspects of the data which could be used to make a strong logical argument for its being representative....and after all, isn't the obtaining of a representative sample the rationale behind random selection? As a highly trained and experienced professional, I could have designed a needs assessment instrument. I could have had it mailed to the members of the community or I could have brought in an expert team to take the instrument around to randomly sampled homes in the community. I could have analyzed the data myself and presented a very scholarly and impressive report. But I do not believe I could have obtained significantly more reliable, valid, or useable data. Just as important, the Project would have lost some valuable spin-off in the form of the community involvement that was initiated by using community members as data collectors and the visibility the Project received by bringing it into the homes of the community during the critical start-up period.

But most important to me in a personal way, is the fact that without the combined inputs of the two points of view represented by the Community Coordinator and the Program Development Specialist the resulting needs assessment would have been less than complete. The two different ways of looking at this problem brought about a Gestalt which resulted in a product that would have been impossible had the two principals acted in isolation. I have seen the results of the collaboration between the professional and the well informed amateur. Teacher Corps has taught me the value of diversity in a very real and different way.